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# Alberta Public Works, Supply and Services

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Annual Report  
1994-95

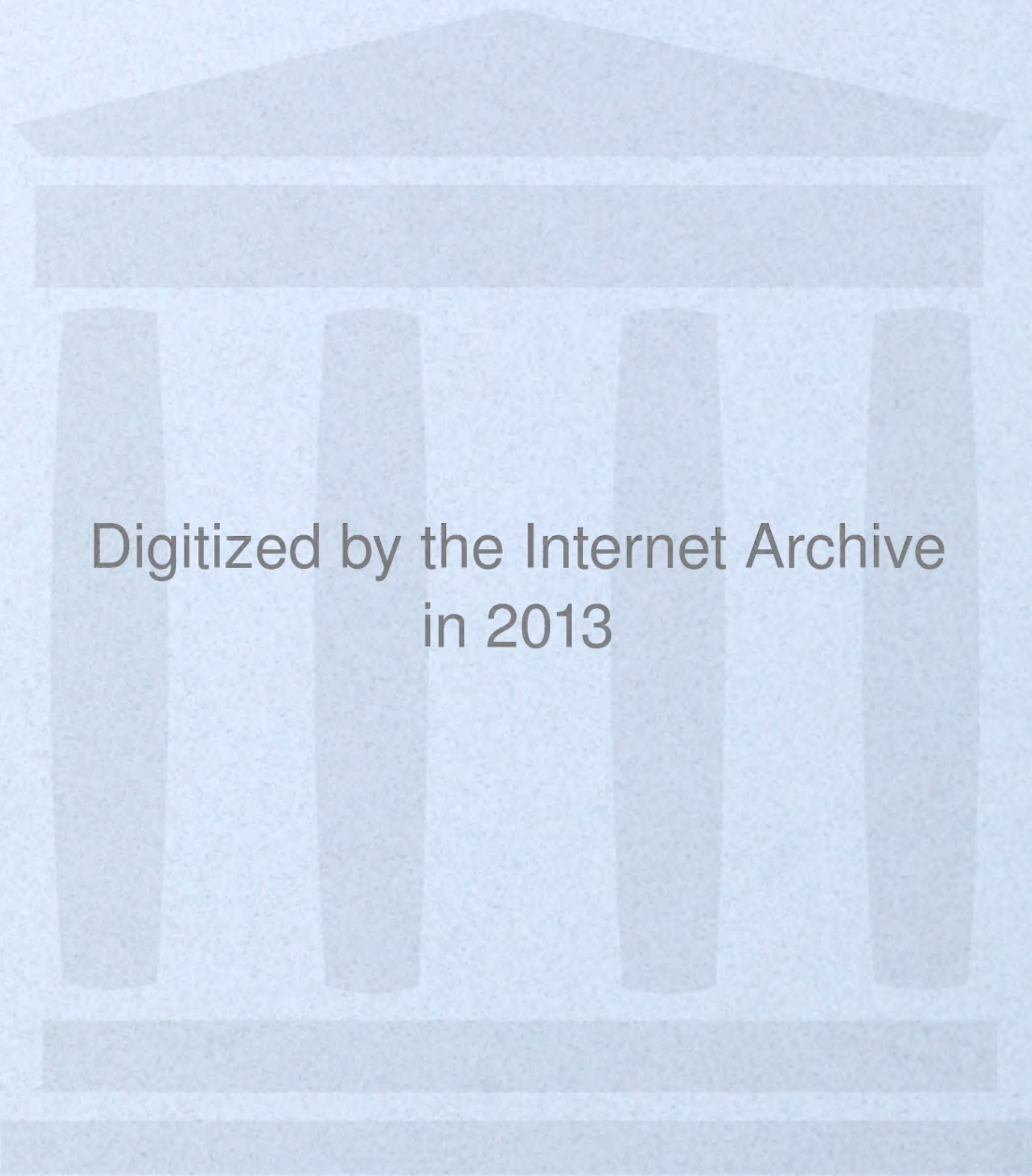
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## **Mission**

**"To minimize the costs of common services  
to support government program delivery."**







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ALBERTA

PUBLIC WORKS, SUPPLY AND SERVICES

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*Robert (Butch) Fischer, Minister  
MLA, Wainwright Constituency*

September 1995

Honourable Stan Schumacher  
Office of the Speaker  
Legislative Assembly of Alberta  
Room 325, Legislature Building  
Edmonton AB T5K 2B6

Dear Sir:

It is my honour to present to you the Annual Report for Alberta Public Works, Supply and Services for the fiscal year ending March 31, 1995.

Sincerely,

A handwritten signature in blue ink, reading "Robert Fischer".

Robert Fischer  
Minister



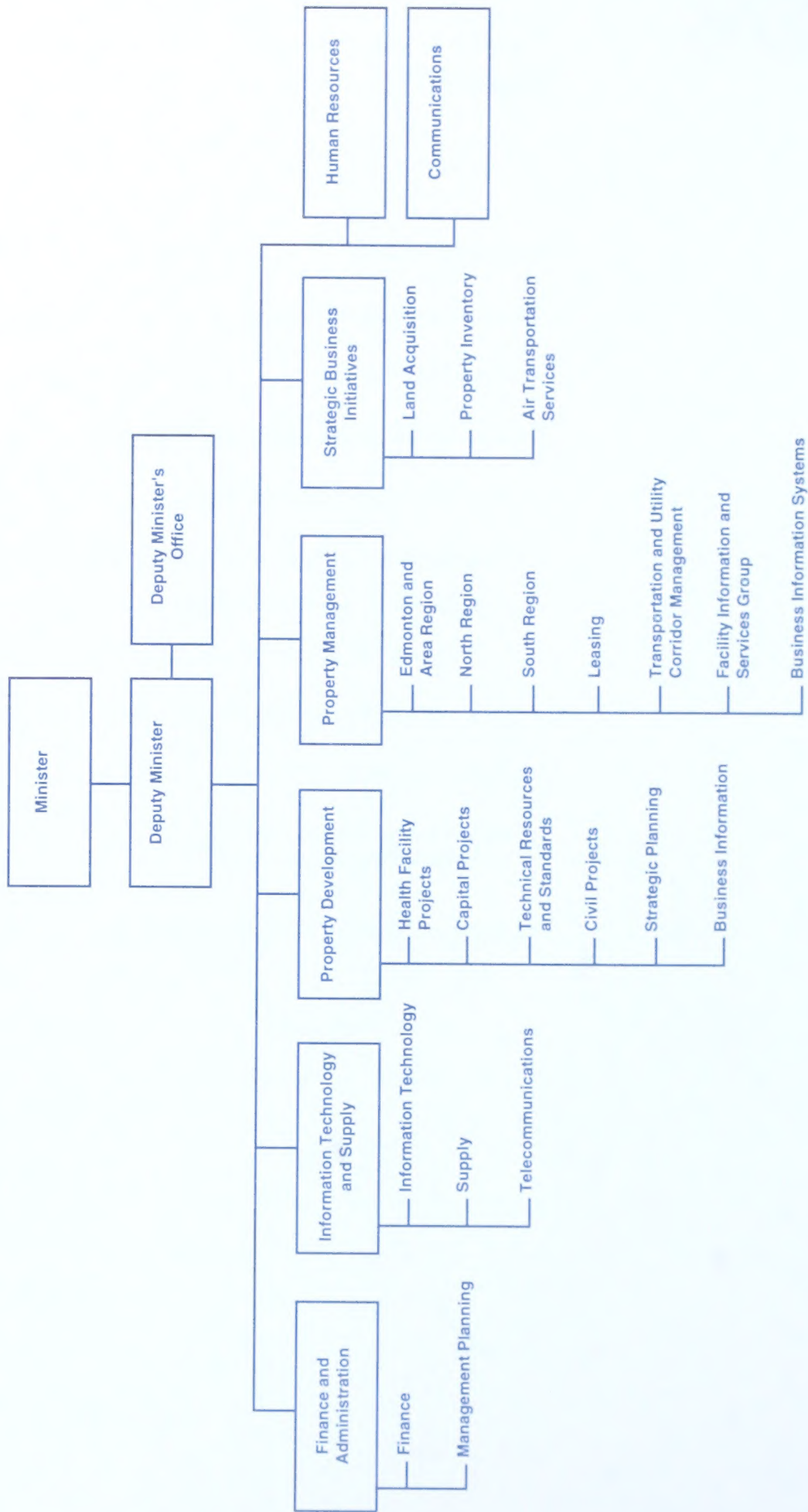


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## Organization Chart



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## Message from the Minister

### Our Vision

*A professional service organization, enabling the delivery of government services to Albertans by providing quality facilities, products and services meeting demonstrated needs, at low cost.*

As a central service agency, Public Works, Supply and Services plays a critical role in supporting government program delivery. In 1994-95, our department continued to focus on becoming a more responsive, efficient and smaller organization — a department that helps serve Albertans better by meeting the common service needs of government in the most cost-effective manner, minimizing the costs to the taxpayers of Alberta.

### Our Business Plan

The 1994-95 fiscal year is the first year the government required departments to develop three-year business plans. Consistent with the Government Accountability Act, our 1994-95 report has a new format. It outlines the year's results under the headings of our business plan, which more easily aligns the goals and strategies outlined in the plan with our achievements during the year. It also includes, for the first time, our department's salary and benefits information.

### Strategies for Success

Throughout the year, we concentrated our efforts on refocusing the department's core businesses, reducing costs, streamlining and improving processes and services and sharing facilities and services where possible. We have continued to contract-out departmental operations wherever practicable and cost effective. And we continue to encourage outsourcing, getting out of the delivery of services wherever the private sector can provide these services at a competitive and fair price.

### Achievements

I am pleased to report that we are ahead of schedule in realizing our business plan. The department has fulfilled or exceeded the business plan targets in virtually every one of our core businesses.



In achieving these successes, I am proud of the staff of my department for their creativity and innovation in finding cost-saving solutions and better ways to provide services. Facing the difficult challenges of this period of fundamental change, they have worked together to create a fine-tuned department. I commend them for their dedication and their commitment to the teamwork that make these achievements possible.

## **Achievement Highlights**

Spending and manpower reductions have gone a long way to realizing the department's goal of becoming a smaller, more efficient organization that fosters new partnerships in the delivery of cost-effective, efficient services.

In 1994-95, the department achieved direct savings of over \$105 million when 1994-95 actuals are compared to the 1994-95 estimates. Of this amount, savings in operating expenditures totalled about \$8.5 million and savings in capital investment totalled approximately \$96.5 million. These savings were achieved through a reduction in capital construction, increases in privatization and contracting-out, and more efficient operation.

Between 1993-94 and 1994-95, we reduced leased and owned space inventory by 64,000 square metres. Annual operating and lease costs were reduced by \$18.7 million.

During the past year, warehousing and distribution services were privatized. Computer processing rates have been reduced by 33 per cent since April 1993, and approximately 25 per cent of computer processing services are now contracted-out. Additional central courier services were contracted-out. To streamline processes still further, departments may now purchase goods to the value of \$2,500 direct from the private sector and contract for systems development services up to \$25,000. We are piloting a government procurement credit card to make the acquisition of lower-valued goods easier and more administratively efficient plus improve the reimbursement time to vendors.

Internally, we reorganized the department into three business units, Property Development, Property Management, and Information Technology and Supply, to more closely represent the department's core businesses.

## **Capital Projects Completed**

Construction was completed on the Strathcona Care Centre in Sherwood Park, the Westlock Health Care Centre and the addition to the Milk River and District Health Care Centre. The emphasis, however, continues to be on making better use of and preserving existing buildings and facilities, which is reflected in PWSS undertaking more than 400 maintenance, accommodation and small capital projects during 1994-95.



## **Freedom of Information and Protection of Privacy**

As the department responsible for administering Freedom of Information and Protection of Privacy legislation on a government-wide basis, we are developing policies and processes to enable public access to government records. A public information directory, now in preparation, will help guide Albertans through the request for information process.

## **The Future: Our Business Plan for 1995-96**

In 1995-96, the second year of our three-year plan, we will, in close collaboration with program departments, continue to seek reductions in space inventory and property holdings. Our ongoing emphasis on reducing new capital construction, maintenance of facilities and consolidation of this owned space will help in streamlining our organization as we become more efficient. As we continue to streamline our work processes, costs for information technology and administration expenditures will be reduced.

At the beginning of 1994-95, the approved PWSS staff complement comprised 1,853 full-time equivalent (FTE) positions. By the end of 1994-95, the department reduced its staff complement by 397 FTEs through downsizing. PWSS met its target of 1,447 full-time equivalent positions for the start of the 1995-96 fiscal year. We are already ahead of the original 1996-97 manpower target of 1,743 FTEs by 296 FTEs or 17 per cent, with even more decreases identified for 1996-97.

Programs to assist employees affected by the Workforce Reduction Program included workshops on such topics as pension and financial planning, starting your own business, unemployment insurance, resume writing and interviewing techniques.

## **Details of the Year in Review**

The following pages are an in-depth record of the work and achievements of Alberta Public Works, Supply and Services' team during the 1994-95 fiscal year.

Robert Fischer  
Minister

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## Department Profile

### Our Mandate

Public Works, Supply and Services (PWSS) is responsible for providing common services required by and on behalf of other government departments in the core business areas of property development, property management, and information technology and supply.

### Our Goals

Our mission is to minimize the costs of common services needed to support government program delivery. In support of this mission, our goals are to achieve:

- a responsive, efficient and smaller organization
- new partnerships in the delivery of services
- facilities developed and services delivered within a balanced framework of reduced standards, quantity and cost
- an environmentally-sensitive organization
- improved program department accountability and responsibility for PWSS services consumed
- cost-effective, innovative approaches to increase the utilization of owned and leased assets
- effective and efficient administration of assigned government initiatives fostering open, accountable and accessible government.

### Our Approach to Business

We seek to continuously improve the way we do business. In conducting our business, our approach encompasses the following principles, beliefs and values:

- accountable, responsible delivery and consumption of our services
- openness, honesty, fairness, sensitivity and trust in our dealings
- priority setting and management of resources in a fiscally and environmentally-responsible manner
- knowledgeable, skilled, service-oriented and adaptable people
- involvement of our customers, stakeholders and staff in the design of solutions and evaluation of their delivery
- partnerships and cooperation with other organizations and individuals to meet the needs of Albertans
- a bias for results—with planning, implementation, evaluation and correction, and a minimum of process, providing the basic model for all that we do.



## Our Responsibilities

Public Works, Supply and Services is the central agency responsible for providing common services needed to support government program delivery. At the start of the year in review, these services were provided through four main business units in the department: Accommodation Services, Capital Development, Information Technology and Supply, and Property Management and Air Transportation. During the year, three business units were streamlined and reorganized into two renamed Property Development and Property Management.

Property Development comprises the former Capital Development, the accommodation planning and land planning components of the former Accommodation Services. Property Management is composed of the former property management functions of Property Management and Air Transportation, together with the leasing component of Accommodation Services and the Edmonton and Calgary Transportation and Utility Corridor function.

Together with Information Technology and Supply, these units now more closely represent the department's core businesses of property development, property management, and information technology and supply. The Strategic Business Initiatives unit was established on a temporary basis to accelerate implementation of the business plan. This unit is also responsible for the land acquisition and disposal function and air transportation.

Three resource groups provide support to the business units: Finance and Administration, Human Resources and Communications.

The following is a brief description of the responsibilities of each unit.

**Property Development** works with program departments and government boards and agencies to plan and allocate space; coordinates the design and development of capital facilities and tenant improvements; acquires furnishings for departments; and provides and coordinates professional and technical resources and design and furnishing standards.

Responsibilities include allocation of capital funding for health care facilities and assisting in the planning, prioritization and development of health care facilities. Project management services are provided to Regional Health Authorities when requested.

Property Development allocates funding to seniors lodge upgrading projects and provides project management services to lodge foundations as requested. Responsibilities also include the development of major dam and water management projects.

This business unit liaises with external stakeholder organizations such as the Alberta Construction Association, the Alberta Association of Architects, the Association of Professional Engineers, Geologists and Geophysicists of Alberta, and the Consulting Engineers of Alberta, to obtain feedback and input on business-related matters.

**Property Management** manages and operates government-owned facilities with staff and contractors dispersed throughout the province. These services are administered through three geographical areas: Edmonton and area region (properties within the metropolitan area of Edmonton); North region (facilities north of Edmonton); and South region (facilities south of Edmonton).

As well, Property Management administers leased space for all government departments and Alberta Treasury Branches, and acquires and manages land within the Edmonton and Calgary Transportation and Utility Corridors (TUC). The TUC comprises lands that have been set aside for future transportation or utility rights of way.

**Information Technology and Supply** provides government-wide leadership and planning in the management and use of information technology and telecommunications; operates the government computing centres 24 hours a day, seven days a week; and provides for the management of telecommunication systems, networks and services, including mobile radio communications services, for government departments.

As well, this business unit is responsible for implementing Freedom of Information and Protection of Privacy legislation. Information Technology and Supply acts as the central procurement agency for all government departments. It also provides government-wide courier and records management services and disposes of surplus government assets and materials.

**Finance and Administration** provides budgeting, accounting, business planning, administrative and information systems support services to the department on the general revenue and revolving funds.

**Human Resources** is responsible for providing services required by the department in the areas of staffing, position classification, employee relations, staff development, organizational analysis and restructuring, occupational health and safety, human resource information systems, and payroll and benefit administration.



**Communications** provides communications counsel and production services to the department and assists in addressing its internal and external communications needs, including media liaison, publications, special events planning and advertising.

## **Our Clients and Stakeholders**

Our clients are all departments, boards and agencies of the Alberta government for whom we provide services that enable the delivery of government programs. Our external stakeholders are all businesses, suppliers, consultants and contractors who offer the services we are responsible for providing to, and on behalf of, government departments.

We also maintain ongoing consultation with stakeholder groups through the professional associations affiliated with our core businesses. These include the Association of Professional Engineers, Geologists and Geophysicists of Alberta, the Alberta Association of Architects, the Consulting Engineers of Alberta and the Alberta Construction Association.

## Review of Operations and Major Initiatives

PWSS's business plan for the year-in-review focused on taking key steps to accelerate achievement of the department's goals. Through positive working relationships with client departments and other stakeholders, we are ahead of schedule in realizing our business plan. The department has achieved direct savings of over \$105 million when actual expenditures are compared to the 1994-95 estimates (see chart below). Of this amount, about \$8.5 million was saved in operating expenditures, and approximately \$96.5 million in capital investment, all of which was achieved without off-loading costs to departments and agencies.

### Expected Results

The following are the desired key results to be achieved each year of the plan and the actual achievements for the 1994-95 fiscal year.

Activity	Actual 1992-93	Actual 1993-94	Estimates 1994-95	Actual 1994-95	Target 1995-96	Target 1996-97
<b>Space</b>						
• Leased						
• Quantity (000 M <sup>2</sup> )	625	593	583	553	524	496
• Ongoing costs (\$ mil)	94.5	93.1	91.7	91.2	87.2	82.5
• Owned						
• Quantity (000 M <sup>2</sup> )	2,356	2,342	2,300	2,318	2,187	2,165
• Ongoing costs (\$ mil)	119.6	119.5	107.8	102.7	101.1	97.8
<b>Property Holdings</b>						
• Surplus Properties (\$ mil)	65.7	64.5	98.8	111.9	83.7	80.1
<b>Capital Development</b> (activity in \$ mil)						
• Health Care Facilities						
• Capital Upgrading	19.4	13.5	30.0	14.2	25.0	25.0
• Major Projects	140.2	119.8	103.0	56.3	86.0	85.0
• Government Owned						
• Capital Projects	41.9	21.2	31.7	27.3	28.9	26.3
• Water Development Projects	22.6	3.4	22.6	1.9	26.0	21.5
• Social Housing Projects	9.9	15.5	14.0	9.8	20.9	18.4
<b>People</b>						
• FTEs	2,504	2,153	1,843	1,843	1,445	1,388
<b>Budget (\$ mil)</b>						
• Expenditures	622.9	552.7	550.8	445.0	504.5	476.5
• Gross Revenues <sup>a</sup>	85.5	80.5	75.1	63.6	50.5	46.5

Note: Consistent with our current business plan, the figures above reflect operational changes within Public Works, Supply and Services, as well as the implementation of Capital Asset Accounting.

<sup>a</sup> Gross Revenues include both General Revenue Fund and Revolving Fund, and exclude write downs and losses on disposal of capital assets.



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## General Actions and Strategies

Throughout the year, we concentrated our efforts on reducing costs, streamlining and improving processes involving client departments and external stakeholders, improving services to the taxpayer, and saving the taxpayer money. This involved exploring further charge-back options, with the immediate goal of reporting the costs of PWSS services consumed by each department, and the eventual goal of making departments more accountable for their use of PWSS services.

We continued to contract-out departmental operations, particularly in areas such as property management services for capital development, realty and central courier services.

Wherever possible, we continued to encourage privatization by getting out of some businesses completely and letting the private sector provide the service, such as warehousing and distribution. Where privatization was not practicable, we encouraged outsourcing, whereby the department contracts the service out to the private sector.

We encouraged arrangements to share facilities and services between departments and with local governments and other government-funded organizations.

The following pages briefly summarize the department's efforts and achievements during the year. Information is presented under the headings of our business plan, so that the reader may more easily align goals outlined in our plan with our achievements during the year.

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## Property Management and Property Development

Strategies of Property Management and Property Development are described under two major categories: space and property holdings, and property development.

### Space and Property Holdings

Our continuing overall goal in this area is to reduce the costs of operating government office and program delivery space. In 1994-95, the department's performance measurement, which is the operating cost of government-owned and managed space, was \$44.26 per square metre, slightly less than our benchmark target of \$45.00. During the 1994-95 fiscal year, PWSS managed 2,270,000 square metres of owned space.

### Strategies

To achieve this goal, we conducted a space audit and actively marketed surplus space at market rates; reviewed standards with respect to size and allocation of offices and the level of property management services; and consolidated leased and owned space.

### Achievements

PWSS worked with departments throughout government as they implemented their own business plans and restructured their organizations, to identify and surplus under-utilized space. We were able to reduce the government's space inventory by 70,000 square metres, for a total reduction of 102,000 square metres since 1992-93.

We continued to seek further opportunities to contract-out property management services, with the result that about 50 per cent of these services are now carried out by the private sector.

We streamlined regulations governing the sale of crown-owned properties, made surplus space in government-owned or leased facilities available to other levels of government such as Regional Health Authorities and municipalities, and sold \$29.5 million of surplus properties.

We also provided real estate services to the Alberta Liquor Control Board to dispose of 148 owned and 64 leased properties.



## Work in Progress

Placement of responsibility for long-term administration of the Transportation and Utility Corridors is under review by an interdepartmental committee. An initiative is under way to move all non-government tenants in government-owned space from nominal lease rates to at least a recovery of operating costs. In process is a review of an accountability framework for accommodation services provided to departments, reporting to departments the costs of services they consume, and establishing methods for benchmarking services provided by PWSS.

## Property Development

In accordance with government's goal of reducing, restructuring and re-engineering, construction of new government facilities was limited to capital projects related to health and safety, and to essential program delivery, reducing costs to government through space consolidations and essential maintenance to preserve the useful life of key facilities deemed to be priorities that meet the demonstrated needs of Albertans.

## Strategies

We continued to concentrate on maintaining existing infrastructure and improving the utilization of existing owned facilities. New health care facility construction was limited, and health care construction resources were focused on making the maximum use of existing facilities. With respect to social housing, we continued to focus on upgrading and maintaining existing infrastructure to extend its useful life.

PWSS received conditional approval from the Natural Resources Conservation Board to proceed with the Pine Coulee water management project. This followed extensive technical studies and public consultation. The department continues to seek the required approvals before project construction can begin. Studies on the Little Bow water management project continued, with public open houses scheduled for the fiscal year 1995-96.

## Achievements

Emphasis continued on making better use of, and extending the useful life of, existing buildings and facilities infrastructure. Capital projects constructed in 1994-95 included the following major projects:

- construction commenced for the chiller replacement at the Southern Alberta Jubilee Auditorium in Calgary
- construction continued on the mechanical system retrofit at the Edmonton Remand Centre
- construction began on the multi-year program at the Legislature Building in Edmonton to repair deteriorating sandstone, windows, dome and roofs
- construction began at the Provincial Court in Calgary for remodelling of the downtown Remand Centre to provide additional courts.

More than 300 capital projects were tendered for a value of \$25.2 million. We consulted with the 54 Seniors Lodge Foundations who were in the program to determine upgrading requirements. We also initiated tendering on the 23 senior citizen lodge major upgrading projects identified in the 1994-95 capital budget. Assessment on the remainder of the 111 lodges requiring upgrading is being initiated as the upgrading program for seniors lodges across the province is implemented.

The health capital budget for 1994-95 was targeted at \$133 million. During the fiscal year, \$56.3 million was spent on capital projects and \$14.2 million on capital upgrading projects. The underexpenditure in this program was due to projects being put on hold pending the establishment of the Regional Health Authorities. October 1994 saw the official opening of the 75-bed Strathcona Care Centre in Sherwood Park. Construction was completed on the 65-bed Westlock Health Care Centre, which was officially opened in January 1995. Completion of the 21-bed long-term care addition to the Milk River and District Health Care Centre was celebrated in March 1995.

Throughout the year, the department maintained ongoing consultation with stakeholder groups in the construction industry and with the professional associations affiliated with our core businesses. PWSS liaison with these bodies was instrumental in creating the Consulting Engineers of Alberta legislation and in establishing amendments to the Alberta Architects Act.

## **Work in Progress**

We continue to work with Alberta Health and the new Regional Health Authorities to determine capital investment requirements for health care facilities for the next fiscal year. Working with individual departments, we are planning and prioritizing the consolidation of department space needs to reduce leased space and more effectively use owned space. We also continue to work on standardizing and streamlining the contracting and tendering of government-funded construction.

## **Information Technology and Supply**

This core department business facilitates effective government-wide management and use of information technology and telecommunications, provides services for the acquisition and disposal of goods, and supports freedom of information and protection of privacy for all government departments.

## **Strategies**

As we continued to pursue efficient and cost-effective operations, strategies in this area were focused on preparing to implement the government's Telecommunication Strategic Plan which calls for transferring responsibility to departments for day-to-day telecommunications services where feasible.

Further strategies involved discontinuing the warehousing and distribution business; continuing to search out ways to reduce the cost of supplying goods and services to government departments, with lower costs being passed on to program departments; contracting-out a portion of central computer processing; further contracting-out of courier services; and implementing Freedom of Information and Protection of Privacy legislation for the Alberta government.

## **Achievements**

In managing government information technology, our focus is now more on providing leadership and less on controlling departments' activities. To this end, we re-established the interdepartmental Information Technology Management Council to provide coordination and business direction to significant information technology initiatives, particularly those common to all departments.

Mainframe computer charge-back rates to departments were reduced by a further four per cent this year, for a total of 33 per cent since April 1993. We passed on savings to departments as a result of significant cost reduction initiatives and increased use of our shared centralized data processing facilities.

Data processing and support services that PWSS provided to Alberta Registries were contracted-out to private sector suppliers, an annual contract worth \$6 million. Centralized computer print services were outsourced with an annual contract of \$2 million. Twenty-five percent of government's central computer processing services are now contracted-out. In 1994-95, the warehousing and distribution functions ceased operations; inventories were depleted by selling stocked items to departments and returning products to the original suppliers. The balance was disposed of through public auction. Privatizing these functions has resulted in price savings ranging from 10 to 34 per cent, depending on the product line. For office supplies, the price savings are more than 30 per cent.

Departments now purchase common, low value products up to \$2,500 directly from the private sector. With Alberta Treasury, PWSS has initiated a pilot project that will streamline the process by allowing such purchases by credit card. This will also enable more purchases to be made from local merchants.

Central courier services have been contracted-out still further. In this area, savings in the last two years have been approximately \$88,000 annually. During 1994-95, the Peace River and Grande Prairie courier operations were contracted-out entirely, as were delivery operations in Red Deer, increasing government savings by a further \$44,000. In 1995-96, the Calgary operation will be operated by the private sector.



All these initiatives have generated more opportunities for businesses around the province to provide goods and services to the Alberta government.

The department provided telecommunications support for Schoolnet, a national project to electronically link Alberta schools with schools across Canada, increasing the number of Alberta schools connected from 30 to 100 in 1994-95. Presently 4,500 schools across Canada are connected.

Following the government's commitment to open government, the department played an active role in the development of the Freedom of Information and Protection of Privacy Act. PWSS will administer the legislation on a government-wide basis, in line with its responsibility of managing the storage of government records — a solid records management program is the key to ensuring access to information and protection of privacy. Requirements are being identified and the division is making final preparations in readiness for implementation of the Act in October 1995. The legislation reflects the view that government is a service and Albertans are the customers, and we are, therefore, focusing on deregulating and streamlining operations to encourage efficiency and innovation and to remove barriers to information.

### **Work in Progress**

To help members of the public find the right office to make their enquiry and to acquaint them with the steps of the request process, the department is preparing a public directory outlining information sources, regulations and fees associated with the Act.

### **Asset Utilization**

Our overall goal in this area was to dispose of surplus government assets at market rates.

Continuing our progress towards cost efficiency, a further goal was to re-examine standards for re-use of assets or equipment within government before disposing of them.

### **Achievements**

In the year under review, we disposed of \$5.15 million in surplus government supplies.

To promote effective recycling of equipment and to streamline the disposal process, PWSS's system for disposing of surplus equipment went on line this year, initially as a pilot project with users in PWSS, Transportation and Utilities, and Environmental Protection. The program gives the three departments on-line access to a centralized electronic

bulletin board database that allows them to both declare surplus materials and select useable goods from the sales list. The new system also makes it easier to respond to inquiries from the public on what is available.

The Supply Division also worked with Public Works and Government Services Canada (PWGSC) to find areas where PWSS and PWGSC can work jointly to eliminate duplication and reduce administration costs. In a pilot project, PWSS handled through its Calgary surplus outlet the disposal of surplus federal government assets from Calgary and southern Alberta, saving the federal government the cost of moving the goods to Edmonton for disposal.

## **Organizational Streamlining and Work Processes**

A continuing overall department goal is to streamline our work processes and discover ways to reduce the time and labour content of all major PWSS processes that affect both external stakeholders and program departments.

### **Strategies**

Broad strategies to achieve this goal involve continuing to consolidate operations within departments and across government in order to establish a core organization with core skills.

Other strategies include reducing the labour content of internal work processes by 20-40 per cent; reducing by 35 per cent the time and labour content of major government processes under PWSS's responsibility; and developing appropriate incentives to reward staff who are effective fiscal managers or who have introduced cost-effective measures and contributed to government savings. Streamlining and labour saving may also be achieved by reviewing common services offered by PWSS to boards and agencies to reduce duplication. Implementing a regular review of processes and participating in changes to key government processes are also factors in achieving this goal.

### **Achievements**

Many of our achievements have been previously highlighted in this report. Some highlights include:

- reduction in the department's staff complement of 661 full-time equivalent (FTE) positions from 1992-93 to 1994-95, with a total reduction of 1,116 planned by 1996-97.
- The Open Bidding Service, an electronic bulletin board operated by a private carrier, is used to advertise and distribute tender documents for goods and systems development projects.

- Departments now have full authority and responsibility for the procurement, management and administration of information technology service contracts.
- Departments may also now purchase goods up to a value of \$2,500 directly from suppliers in communities across the province who are able to provide whatever government needs at a competitive and fair price.
- We have introduced a government procurement card (on a pilot basis) to streamline billing and payment processes. Using the credit card means less paperwork is needed, and a further advantage is that suppliers will not have to wait 30 days for payment but can request reimbursement right away, usually within 48 hours.
- We expanded the use of standing offers, eliminating involvement of PWSS in day-to-day purchasing transactions.
- We eliminated four leases for storage space, consolidating our records and a provincial archives holding in one centre for an estimated savings of one million dollars over 10 years. The new facility also provides space for growth.
- We transferred the management of the vehicle fleet to Transportation and Utilities.
- We also established a Transition Task Force to spearhead the major property and accommodation initiatives that form part of our business plan. The task force, which will complete its work by 1996-97, assumed responsibility for property strategic planning and land acquisition (except for the Transportation and Utility Corridor function). It is in the process of identifying major property and accommodation projects to be undertaken in collaboration with Property Development and Property Management. Task force responsibilities also include coordinating the consolidation of PWSS's property inventory systems and establishing property and operating benchmarks. Other task force responsibilities include disposing of surplus properties and major accommodation projects associated with user department restructuring.

## Work in Progress

We continue to develop departmental performance measures and to establish benchmarks with greater emphasis on outputs, outcome measurement and best practices. We are also introducing client surveys for core business areas.



**PUBLIC WORKS, SUPPLY AND SERVICES**  
**1994-95 ANNUAL REPORT**  
**COMPARATIVE STATEMENT OF OPERATING EXPENDITURE**  
**(\$000)**

<b>Program/Sub-Program</b>	<b>1994-95</b>	<b>1993-94</b>
<b>OPERATING EXPENDITURE – VOTED</b>		
<b>Program 1 – Departmental Support Services</b>		
1.0.1 Minister's Office	208	260
1.0.2 Deputy Minister's Office	247	257
1.0.3 Departmental Support	8,436	9,630
	<b>8,891</b>	<b>10,147</b>
<b>Program 2 – Information Technology and Supply</b>		
2.1 Information Technology	4,541	5,172
2.2 Supply	5,775	7,493
2.3 Telecommunications	40,354	40,995
	<b>50,670</b>	<b>53,660</b>
<b>Program 3 – Management of Properties</b>		
3.1 Property Management and Air Transportation	101,544	109,747
3.2 Accommodation Services	103,044	105,551
3.3 Land Assembly	8,321	13,474
	<b>212,909</b>	<b>228,772</b>
<b>Program 4 – Planning and Implementation of Construction Projects</b>		
4.1 Administrative Support	13,709	18,222
4.12 Multi-Use Facilities, PWSS	75,149	70,422
	<b>88,858</b>	<b>88,644</b>
<b>TOTAL OPERATING EXPENDITURE – VOTED</b>	<b>361,328</b>	<b>381,223</b>
<b>TOTAL OPERATING EXPENDITURE – STATUTORY (PWSS Revolving Fund)</b>	<b>(12,897)</b>	<b>(15,983)</b>
<b>TOTAL OPERATING EXPENDITURE</b>	<b>348,431</b>	<b>365,240</b>

**Note:** The 1994-95 expenditures are per the 1994-95 Public Accounts. The 1993-94 expenditures are extracted from the 1993-94 Public Accounts, and where necessary, have been restated to conform to the 1994-95 presentation.

**PUBLIC WORKS, SUPPLY AND SERVICES**  
**1994-95 ANNUAL REPORT**  
**COMPARATIVE STATEMENT OF CAPITAL INVESTMENT**  
(\$000)

<b>Program/Sub-Program</b>	<b>1994-95</b>	<b>1993-94</b>
<b>CAPITAL INVESTMENT – VOTED</b>		
<b>Program 1 – Departmental Support Services</b>		
1.0.3 Departmental Support	165	141
	<b>165</b>	<b>141</b>
<b>Program 2 – Information Technology and Supply</b>		
2.1 Information Technology	85	98
2.2 Supply	115	66
2.3 Telecommunications	1,057	1,280
	<b>1,257</b>	<b>1,444</b>
<b>Program 3 – Management of Properties</b>		
3.1 Property Management and Air Transportation	256	251
3.2 Accommodation Services	4,203	2,999
3.3 Land Assembly	7,168	20,150
	<b>11,627</b>	<b>23,400</b>
<b>Program 4 – Planning and Implementation of Construction Projects</b>		
4.1 Administrative Support	279	186
4.2 Advanced Education and Career Development	838	873
4.3 Agriculture, Food and Rural Development	55	149
4.4 Community Development	628	330
4.5 Economic Development and Tourism	995	859
4.6 Education	112	419
4.7 Environmental Protection	3,630	5,887
4.8 Family and Social Services	139	483
4.9 Health	70,554	153,407
4.10 Justice	4,033	2,054
4.11 Labour	10	195
4.12 Multi-Use Facilities, PWSS	11,852	8,088
4.13 Municipal Affairs – Social Housing	9,770	18,480
4.14 Transportation and Utilities	740	269
	<b>103,635</b>	<b>168,568</b>
<b>TOTAL CAPITAL INVESTMENT – VOTED</b>	<b>116,684</b>	<b>193,553</b>
<b>TOTAL CAPITAL INVESTMENT – STATUTORY (PWSS Revolving Fund)</b>		
	<b>12,469</b>	<b>(32,498)</b>
<b>TOTAL CAPITAL INVESTMENT</b>	<b>129,153</b>	<b>161,055</b>

**Note:** The 1994-95 expenditures are per the 1994-95 Public Accounts.  
The 1993-94 expenditures are extracted from the 1993-94 Public Accounts, and where necessary, have been restated to conform to the 1994-95 presentation.

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**PUBLIC WORKS, SUPPLY AND SERVICES**  
**1994-95 ANNUAL REPORT**  
**COMPARATIVE STATEMENT OF REVENUE**  
**FOR YEAR ENDED MARCH 31, 1995**  
**(\$000)**

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	1994-95	1993-94
<b>Transfers from Government of Canada</b>	-	(1)
Federal Sales Tax Refunds	-	(1)
<b>Fees, Permits and Licences</b>	<b>2,872</b>	<b>3,028</b>
Civil Service Parking	2,872	3,028
<b>Other Revenue</b>	<b>49,271</b>	<b>39,870</b>
Refunds of Expenditure		
Previous years' refunds	8,019	6,212
Surplus sales	1,491	1,260
Sale of Assets		
Land	29,454	20,319
Other	-	275
Miscellaneous		
Rentals	10,089	9,970
Other	218	1,834
<b>TOTAL REVENUE</b>	<b>52,143</b>	<b>42,897</b>

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**Note:** The 1994-95 and 1993-94 revenues are per the respective Public Accounts documents.



PUBLIC WORKS, SUPPLY AND SERVICES<sup>(1)</sup>  
SALARIES AND BENEFITS  
FOR THE YEAR ENDED MARCH 31, 1995

	1995				1994	
	Number of Individuals <sup>(2)</sup>	Salary <sup>(3)</sup>	Benefits and Allowances <sup>(4)(11)</sup>	Total	Number of Individuals <sup>(2)</sup>	Total
Senior official						
Deputy Minister <sup>(5)</sup>	1	\$ 98,100	\$ 19,445	\$ 117,545	1	\$ 126,025
Executives <sup>(6)</sup>						
Assistant Deputy Minister, Finance and Administration	1	87,993	25,435	113,428	1	115,125
Assistant Deputy Minister, Property Development	1	87,993	20,847	108,840	1	105,524
Assistant Deputy Minister, Information Technology and Supply	1	87,829	41,094	128,923	1	108,974
Assistant Deputy Minister, Property Management and Air Transport	1	86,393	19,182	105,575	1	103,992
Assistant Deputy Minister, Strategic Business Initiatives	1	82,655	18,368	101,023	1	109,409
Executive Director, Human Resources	1	79,990	14,671	94,661	1	90,690
Director, Communications	1	49,215	10,014	59,229	1	67,503
Other managers (average 1995 \$67,547, 1994 \$68,010)	234	12,947,958	2,858,087	15,806,045	279	18,974,859
Salaried staff <sup>(7)</sup> (average 1995 \$38,916, 1994 \$37,854)	1,093	35,257,079	7,278,464	42,535,543	1,334	50,497,573
Professional staff (average 1995 \$55,498, 1994 \$53,919)	237	11,276,427	1,876,624	13,153,051	290	15,636,549
Non-salaried staff <sup>(8)</sup>		1,017,514	191,567	1,209,081		2,675,474
		<u>\$61,159,146</u>	<u>\$12,373,798</u>	<u>\$73,532,944<sup>(9)</sup></u>		<u>\$88,611,697<sup>(10)</sup></u>

(1) This report represents salary and benefits for the Department and the Public Works, Supply and Services Revolving Fund. Long-term disability employees are excluded.

(2) The number of employees is based on a ratio average for the year.

(3) Amounts for salary include regular gross pay and supplementary payments to employees such as shift differential and paid overtime.

(4) Amounts shown include employer contributions for health care, workers' compensation, life insurance, unemployment insurance, pension plans, dental plans, and long-term disability insurance. The amounts also include vacation payouts for management employees, and vacation payouts for non-management terminated employees. Vacation payouts are significant primarily as a result of the impact of departmental downsizing. It also includes payments for tuitions, and memberships.

(5) The Deputy Minister is provided with an automobile. The taxable benefit is not included in the benefits and allowances.

(6) In 1994-95 ADMship names and structures were changed to reflect our core businesses. The elements of the Accommodation Services ADMship were divided between Capital Development, Property Management, and Strategic Business Initiatives. Capital Development is renamed to Property Development. Air Transportation moves to Strategic Business Initiatives. The Assistant Deputy Minister of Accommodations is now the Assistant Deputy Minister of Property Development and the Assistant Deputy Minister of Property Management and Air Transportation is moved to Strategic Business Initiatives.

(7) Salaried staff includes permanent, temporary and superwage, part-time permanent, and part-time temporary individuals. 1993-94 salaried staff was shown as full-time staff (permanent, temporary and superwage individuals).

(8) Non-salaried staff are wage employees paid by an hourly rate. 1993-94 wage staff consisted of casual wage staff, part-time permanent, and part-time temporary staff.

(9) The 1994-95 total includes \$170,442 for Discontinued Operations in Revolving Fund. These expenses relate to manpower for Print Services and Warehousing and Distribution. The total excludes \$16,336 spent on the Summer Temporary Employment Program (STEP) and Employment Skills Program (ESP).

(10) 1993-94 total amount has been comparably adjusted to reflect a \$57,000 transfer of technical support responsibility for the Absent Time Reporting System from Revolving Fund to PAO. The 1993-94 total excludes \$1,821,983 for Discontinued Operations.

(11) Benefits and allowances include vacation payouts for the following individuals: Deputy Minister \$5,638 (1994 \$13,183); Assistant Deputy Minister, Finance and Administration \$11,343 (1994 \$9,577); Assistant Deputy Minister, Property Development \$6,874; Assistant Deputy Minister, Information Technology and Supply \$27,416 (1994 \$3,540); Assistant Deputy Minister Property Management and Air Transport \$5,062 (1994 \$5,223); Assistant Deputy Minister, Strategic Business Initiatives \$4,775 (1994 \$3,285); Executive Director, Human Resources \$1,562 (1994 \$14,328).







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